

Partnership Works!

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The DCLMPC Newsletter

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CO-CHAIRS:

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Government of the
District of Columbia

Joslyn N. Williams, President
Metropolitan Washington
Council, AFL-CIO

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John A. Koskinen
City Administrator



A Message From The Mayor

Dear Labor-Management Partners:

This issue of Partnership Works launches us on an ambitious course for 2003. During the past year, our labor-management partnership initiative has made considerable progress. Twenty new labor-management partnerships were established, and the Fifth Annual DCLMPC Labor-Management Symposium held at the Kellogg Center, Gallaudet University was viewed by many as our most successful ever.

I believe that we have established a firm foundation on which we will be able to build this year. Like many cities and states,

the District is facing serious financial and service challenges. Our Labor-Management partnerships will play a key role in addressing these challenges. Partnerships throughout the city are already engaged in projects to improve the customer service of their agency, and win one of this year's Pothole Project Awards. They will help address our financial challenges by using their knowledge and experience to find better and more efficient ways to support the services they provide.

In 2003, the DCLMPC will continue to help partnerships develop the skills, tools, and collaborative attitudes necessary to be effective. We have also set a goal of creating ten new Labor-Management partnerships by the end of FY 2003. Through these efforts we will continue to increase the benefits of Labor-Management partnership to the District's citizen's and employees.

On behalf of my Labor Co-Chair, Joslyn Williams, let's continue to work and build together. Sincerely,

Anthony A. Williams
Mayor

2002 DCLMPC Labor-Management Symposium: A Big Step from Promise to Performance

By OLMP Staff

On October 8, 2002 the DCLMPC hosted its Fifth Annual Labor-Management Symposium at the Kellogg Center of Gallaudet University. The conference theme was Labor-Management Partnership: Moving from Promise to Performance. Among the goals identified by the Symposium planning committee was to energize partnerships, provide tools to help partnerships with their work, and foster an open discussion about how the District's partnerships can achieve more results. Feedback from participants indicated that not only was progress made towards all of these goals, but also that the 2002 Symposium ranked as the best ever!

on the District's agency level labor-management partnerships. Representatives from all of the District's 28 partnerships were in attendance. Members worked in their partnerships on identifying the barriers to partnership, and on ways to address their specific customer service pothole issue. Each partnership, represented by a Labor and Management member, ultimately presented their issue to the entire Symposium audience.

In addition to the candid discussion during the partnership breakout sessions, there were other venues for "real talk" about partnership. The DCLMPC Co-Chairs Mayor Anthony Williams and Joslyn

The 2002 Symposium was focused firmly

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2002 DCLMPC Labor-Management Symposium: A Big Step from Promise to Performance

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Williams, President, Metropolitan Washington Council of the AFL-CIO began the day with an informal chat regarding their views on the status of Labor-Management Partnership in the District. The conversation was moderated by the Metropolitan Washington Council of Governments Chairman, **Michael Rogers**. Next the audience got a big laugh out of a series of videotaped comments by "actors" representing some of the stereotypic views of partnership held by some individuals from management and labor.

A significant portion of the Symposium was devoted to introducing the Interest Based Problem Solving approach. Interest Based Problem Solving is a problem solving method that has had considerable success in the labor-management relations arena. Commissioner **Kurt Saunders**, from the Federal Mediation and Conciliation Service, made a presentation about the benefits and key steps in this approach. Afterward, facilitators worked with each partnership to understand and apply the approach to their own customer service pothole project.

The Symposium ended with the presentation of partnership awards (see awards article, next column, for details). Additionally, special recognition was given to the DCLMPC Co-Chairs, Mayor Anthony Williams and Joslyn Williams, as well as **Councilmember Phil Mendelson** and City Administrator John Koskinen for their contributions to the Labor-Management Partnership efforts in the District.

The 2002 Symposium was a rousing success. Many people played a key role, but among the most involved were the mistress and master of ceremonies for the event, **Alfreda Davis** and **Eric Bunn**; the DCLMPC Symposium Planning Committee; the volunteer facilitators, including those from the FMCS; as well as staff from the Office of Labor-Management Programs and volunteers from Labor and the District Government. We look forward to an even more successful 2003 Sixth Annual Labor-Management Symposium. See you in October!

The Fifth Annual Symposium Awards

By OLMP Staff

The 5th Annual Labor-Management Symposium serves as a turning point in how the District of Columbia Government will "do business" in the future. After several years of minimal growth, the number of Labor-Management partnerships in the District Government grew from eight (8) to twenty-eight (28) in the last fiscal year.

The afternoon Awards Ceremony celebrated this amazing growth. New partnership awards were presented to the twenty (20) partnerships. After being introduced by Symposium co-hosts **Alfreda Davis** and **Eric Bunn**, Councilmember **Phil Mendelson** called the co-chairs of the new partnerships to the stage. The awards were presented by the Co-chairs of the DC Labor-Management Partnership Council, Mayor Anthony Williams and Joslyn Williams. City Administrator John Koskinen also assisted in presenting the awards (the twenty new partnerships are listed on page 4).

Other awards were presented by a combination of Labor and Management leaders that included **Rhonda Brady**, **Ron Flowers**, **Jerry Johnson**, **Rosa Mary Davenport**, **James Ivey**, and **Molly Raphael**. Two major partnership awards were presented, the Initiative Award and the Outstanding Partnership Award. One of the

goals of the District of Columbia Labor-Management Partnership Council (DCLMPC) this year was to begin to create partnerships at the division/administration level in agencies. The Department of Human Services (DHS) led the way by creating seven new administrative level partnerships and was presented with the Initiative Award. **DHS Director Carolyn Colvin** and **AFSCME Local 2401 Vice President Cleavonn Jacobs** accepted on behalf of the DHS Steering Committee.

The Outstanding Partnership Award recipient was the Department of Consumer and Regulatory Affairs (DCRA). The achievements of the DCRA partnership were chronicled in the Summer 2002 edition of "Partnership Works." DCRA won for their outstanding job in creating better working conditions for employees and improved service delivery to their customers at their Housing Service Center.

Congratulations to DHS, DCRA, and all the partnerships in the District of Columbia for making this year's symposium a benchmark for collaborative interaction, learning, and skill building that is critical to the future success of the Labor-Management Partnership initiative.



Left to Right:

Presenters Molly Raphael and James Ivey, Barbara Bailey, Joslyn Williams, Carolyn Colvin, Cleavonn Jacobs, Mayor Anthony Williams, Council Member Phil Mendelson

Outstanding Partnership Award Winner DCRA with Co-Chairs Joslyn Williams and Mayor Anthony Williams



DOH NEW EMPLOYEE ORIENTATION

By the DOH LMPC

The D.C. Department of Health (DOH) Employee Orientation Program was conceived and sponsored by the DOH Labor-Management Partnership Council (LMPC). The LMPC is a progressive new concept for doing business and has the approval and support of the DOH director and his management team.

The Orientation is normally held bi-monthly at the DOH headquarters, 825 North Capitol St., NW from 8:30 am until 12:00 pm. New employees are introduced to the director, senior deputies and union leaders.

Employees receive an overview of the Department's vision, mission, structure and more detailed information on the specific programs. Union representatives have an opportunity to introduce the LMPC concept and discuss the benefits of union membership and collective bargaining. A popular segment of the orientation has been the Office of Payroll and Retirement's presentation explaining the ele-

ments of the pay stub. This includes leave accrual and various agency contributions to employee benefits. Finally, a presentation by a physician member of our partnership, from the Doctors Council Union, provides useful information to assist staff in protecting their own health and well-being. Each new employee receives a comprehensive information package to take with them, including information on confidential services available to staff in crises through the Employee Assistance Program (EAP).

The opportunity to talk with the director, his senior deputies and union officials is a great jumpstart for every new employee. This initiative, which won a Symposium Award in 2001, is a source of great pride for us. Judging from comments received at the conclusion of each session, new employees could not be better informed or more appreciative.



Seated Left to Right: Vivian Jones, Sharon Payne, Pat Higgins, Bernadine Booker Brown and Natleen Chance

Standing Left to Right: Eric Bunn, John Jones, Nicholas Kauffman, Winston Nicholas, Dorothy Smith, John Walker and Daniel Nelson

Pothole Award Created!!!

An exciting new award was announced at the 5th Annual Labor-Management Symposium. This award was created to provide an incentive for agencies to use the labor management partnership process as a vehicle for service delivery improvements. Clearly, there was a sense of friendly competition as each partnership announced their pothole projects and their intention to win the prize. We are looking forward to seeing the results in April.

The partnership that shows the most improvement in a service related "pothole" project during the six month period from October, 2002 to March, 2003 will be awarded a \$2,500 cash award. A second award will be given for the six month period from April 2003 to September 2003. The winning partnership may use the award to further their partnership activities.

Scoring will be based on three areas:

- Customer Service Improvement (60 points) – Evidence of significantly impacting the delivery of services to customers. Impacts may include but are not limited to improvements in timeliness or quality of service, reductions in number of complaints, etc. For projects where the impact on customer service is expected to occur over the longer term, clear evidence of progress in implementing the project may be considered.
- Teamwork (30 points) – Evidence that the partnership maximized the use of its human resources and the capabilities of all team members in achieving its goals. May include examples of effective communications, shared decision making, and a flexible proactive approach to problem solving.
- Alignment with Agency Mission (10 points) – Evidence that the project's goals significantly support the goals of the agency.

All partnership Co-Chairs will receive application packets for the Pothole award by April 1, 2003. All applications and any supporting documentation must be received in the Office of Labor Management Programs by April 30, 2003. Applications will be evaluated by an independent panel of judges.

Problem Solving –A Key Tool for Successful L-M Partnerships

By OLMP Staff

One of the biggest challenges facing Labor-Management Partnerships is solving difficult workplace issues. This is particularly true when Labor and Management may have very different views on whether or how to approach it. Partnerships that approach these situations in a manner that keeps the focus on evaluating the issues and achieving a mutually acceptable solution have a clear advantage over those that do not. Solutions are more likely to have the desired impact through the establishment of a cohesive productive partnership that makes effective use of its members' time.

Interest Based Problem Solving (IBPS) is a step-by-step approach that helps partnerships understand and solve their problem in just that manner. It has often been successfully used in Labor-Management settings. This approach was presented at the 2002 5th Annual DCLMPC Labor-Management Symposium. Commissioner **Kurt Saunders** of the Federal Mediation and Conciliation Service presented the benefits and general approach of IBPS. Afterwards, facilitators worked with each Labor-Management

partnership in applying the technique to their "pothole" customer service project.

The IBPS approach helps keep the partnership focused on the future, in terms of "How might we" address this problem, instead of pointing fingers. It emphasizes that groups first identify and understand their mutual interests, and seek solutions that result in mutual gain. The approach is based on four broad steps: (1) defining the problem (2) determining interests (3) developing options and (4) selecting a solution.

During step one, the partnership works to form a common understanding of the real problem and how it can best be framed to use the IBPS method. In step two, labor and management work to identify their individual interests relative to the problem. Each group then explains their interests to the other. Finally the group seeks to reach agreement on the interests that are common to labor and management. In step three, Developing Options, the partnership tries to identify multiple options that might solve the problem. The goal is to be creative and

open to alternatives. In the final step, the group identifies standards that a solution must meet to satisfy the identified common interests. These standards are then used to evaluate the potential solutions and ultimately select the one or more that the partnership feels best satisfies the common interests.

While the application of IBPS is more involved than can be described in this article, it is a practical easy-to-use approach that has consistently produced results for labor-management and other teams. Also, like any other tool, a partnership's ability to utilize it effectively improves with practice. Partnerships are strongly encouraged to utilize the IBPS approach on difficult issues. If history is any prediction, the results will include a better understanding of what is important to the partnership members, more constructive dialogue, and more effective solutions.

If you are interested in more information about IBPS and other problem solving techniques, please contact the Office of Labor-Management Programs at (202) 727-5120 or (202) 724-6569.



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The Twenty New Partnerships Recognized at the Fifth Annual Symposium

Department of Human Services (DHS)*

- Income Maintenance Administration
- Mental Retardation & Developmental Disabilities Administration
- Family Services Administration
- Office of Early Childhood Development
- Office of Investigation & Compliance
- Facilities Management
- Rehabilitation Services Administration

Department of Public Works (DPW)

- Parking
- Solid Waste Management Administration
- Office of Administrative Services

DC Water and Sewer Authority (WASA)

- Department of Maintenance Services

Department of Consumer and Regulatory Affairs (DCRA)**

Department of Housing and Community Development (DHCD)

Metropolitan Police Department (MPD)

Office of Property Management (OPM)

DC Department of Transportation (DDOT)

Child and Family Services Administration (CFSA)

Compensation and Benefits Task Force

* The DHS steering committee received the Initiative Award

** DCRA received the Outstanding Partnership Award